



UNIVERSITY of WASHINGTON

FY2021 Annual Review Narrative Survey

Unit Name: UW Tacoma

Programmatic & Academic Vitality Narratives

- 1) Have you made any changes to your unit's annual budget development process from the response provided last year? If yes, please briefly describe the changes you've made to your unit's annual internal budget development process. If no, please answer with a simple, "no changes." *Word Limit: 500*

We continuously strive to encourage better involvement with constituency groups across campus. We have asked the Faculty Executive Council (campus level governance) to provide more formal engagement with the process and are also ensuring that the School-level Faculty Councils to get involved with their respective Dean's processes. Deans have been encouraged to do the same. The Chancellors Budget Advisory Committee has also decided to increase the frequency of meetings this year to provide more-detailed involvement of the faculty, staff, and student constituency group's leadership who serve on this committee. The Budget office in Finance and Administration has also worked to provide increased transparency by updating their Web page and increasing the number and frequency of document postings.

- 2) Have you made any changes to your unit's strategic plan in the past year? If yes, what are 3-5 key elements of your unit's new/revised strategic plan? If no, please comment on the progress you've made in 3-5 key areas of your strategic plan. *Word Limit: 500*

*There are no specific changes to our Campus Strategic Plan: **Charting our Course** since it is a 2016-2021 plan. However, in anticipation of extending that plan five more years toward 2025, we have been developing an additional document to be titled **Sustainable Campus Plan 2020-25 (SCP 2020-25)**. This draft document will be reviewed by our campus leadership team during our annual winter retreat on February 3rd, 2020. It will then be shared with other constituency groups such as faculty, staff, students, UW leadership, and community for input and revision before being developed further into a more detailed integrated plan.*

- 3) What major obstacles or institutional barriers currently do, or will, hinder execution of your strategic plan? What are you doing to address these challenges? If no changes from your response to either component of this question from last year, please answer "no changes": *Word Limit: 250*

None, as long as our Sustainable Campus Plan 2020-25 is approved. This plan calls for the addition of new high-demand academic programs as well as dining and residence life facilities to better serve our students in the next several years. Issues with securing and approving financing of the capital projects have been our major barrier to date.

- 4) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your unit/campus and/or another unit/campus? *Word Limit: 500*

*No, as it will take more than a year to realize any results from the **SCP 2020-25**. The one possible activity that may develop sooner is a temporary dining/gathering space option that could result in a significant investment from the campus reserve to match a private investment.*

- 5) What is your unit doing to effectively use or redeploy resources in a way that benefits your unit/campus and/or other units/campuses? *Word Limit: 500*



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A \$2.4 million reduction in administrative overhead was achieved last spring, much of which was redeployed to academic operations this fiscal year. In addition, all academic schools are reviewing expenses this year in an effort to become more efficient and effective through an exercise that asks schools to develop scenarios to reduce expenses by 1.5%, 2.5% and 4.5% respectively. Schools are also being asked to thoughtfully investigate ways to improve their contribution margin, which has been reported on and discussed extensively for 2 years.

- 6) For UW student facing units, what are you doing to improve the experience and outcomes of students on your campus or in your unit? What could the University do to support your efforts? *Word Limit: 500, Leave blank if N/A*

The seven schools are engaged in a variety of activities to enhance the student experience and outcomes, for example, through increasing community-engaged experiences that tie learning to real world problems. Masters' theses and senior projects in multiple disciplines are designed in partnership with business, government and NGO organizations, bringing academic rigor to problem definition and solution finding. At the campus level, a new Academic Retention Plan leverages faculty expertise in data analytics to provide a real-time and predictive view of student progress as well as risk factors and barriers to success. The campus has added two new completion coaches who use this data to reach out personally to at-risk students to connect them to academic, social, and basic need resources. The lack of residential and dining facilities on campus reduces student time on campus and is a significant barrier to providing support for academic success. Students also seek opportunities to engage in co-curricular activities that are central to their identities and create social connections, including sports, arts, and gaming clubs. The loss of social identity that first generation students experience as they pursue college degrees remains a significant source of attrition. University endorsement of and support for our Sustainable Campus Plan, when it is completed, would help overcome these challenges.



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Tuition Based Program Rate Recommendations - Narrative Section

Responses to the questions below are required for each tuition category that your unit/campus recommends adjusting. If you are recommending changes for multiple tuition categories, please differentiate your responses within each question.

- 1) Please explain why each proposed change is needed and how your unit/campus will use new incremental tuition revenue increases or absorb incremental tuition revenue losses.

N/A no program specific rate changes proposed

- 2) Explain whether and how each proposed change will affect peer comparisons and/or whether a market analysis was conducted.

N/A no program specific rate changes proposed

- 3) Discuss the impact of each proposed change on student debt load.

N/A no program specific rate changes proposed

- 4) Describe whether you expect the proposed tuition rate(s) to result in any substantial changes to enrollment (including a change in the resident/nonresident composition) or to the volume of waivers awarded.

N/A no program specific rate changes proposed

- 5) For each proposed change, please explain what would happen if the change were not implemented (e.g. deficit, loss of staff positions, etc.). If a proposed change is part of a plan to eliminate a current deficit, please indicate that.

N/A no program specific rate changes proposed

- 6) For each tuition category that you have proposed changing, please discuss your unit/campus's overall tuition rate strategy for the next 3-5 years. In your response, please explain whether and how your long-term strategy connects to "market" rates (e.g. where do you want to be, rate wise, compared to peers?)

N/A no program specific rate changes proposed



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Section 8: Communication with Faculty & Student Stakeholders

Communication of your unit's annual review materials, including fiscal vitality data, narrative responses and tuition rate recommendations is an important and necessary component of the University of Washington's Annual Review process. Your responses to the questions below will be documented and included as part of the annual review materials provided to Executive Leadership of the UW.

If the meeting schedules of faculty and student leadership groups present a challenge, please make accommodations to get approval within the necessary time frame. If necessary, you may submit an update to OPB at a later date, after faculty and students have had an opportunity to review.

- 1) Please select the date that FACULTY leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise. If, due to scheduling difficulty, you are unable to consult with faculty leadership before the February 3, 2020 submission deadline, please select the date you are scheduled to consult with FACULTY leadership and, immediately after that date, please provide an update to Jed Bradley

Saturday, January 25, 2020

- 2) Please list a point of contact for your FACULTY leadership (name and UW email address)

Campus Faculty Assembly Chair: Marian Harris, mh24@uw.edu

- 3) Please select the date that STUDENT leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise. If, due to scheduling difficulty, you are unable to consult with student leadership before the February 3, 2020 submission deadline, please select the date you are scheduled to consult with STUDENT leadership and, immediately after that date, please provide an update to Jed Bradley

Tuesday, February 11, 2020

- 4) Please list a point of contact for your STUDENT leadership (name and UW email address)

ASUWT President: Vincent Da, vinceda@uw.edu

- 5) Enrolled students affected by tuition rate increases should be consulted on proposed increases before proposals are finalized. Please describe when and how students were consulted and summarize the feedback they provided regarding EACH of your tuition recommendations.